

	Renewables Just Energy Transition Office	REFERENCE:
		Revision 1
	Terms of Reference for a Consultant to support Eskom in conducting a feasibility study to assess the business case for the establishment of a Global Business Services (GBS) call centre operation at, or nearby, Komati Power Station	DATE: 15 August 2025
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CONFIGURATION CONTROL

Document History

Rev.	Date	Preparer	Document No	Changes
01	15/08/2025	AvG	N/A	Comments from WB incorporated – 2. Study objectives 3. Scope of Work (3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.9) 4. Deliverables (4.2) 5. Consultant requirements

Document Retention Time

This document is a Quality Record and shall be retained in accordance with Eskom Quality standards.

NOTE

The document defines the services required from a consultant to lead and complete a feasibility study to assess the potential for the establishment of a Global Business Services (GBS) call centre operation at, or nearby, the Komati Power Station.

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1. CONTEXT

In October 2022, Eskom shut down the last generating unit at Komati Power Station. As part of Eskom's commitment to supporting a low-carbon, resilient economy by 2050, several local economic development initiatives are planned, including the potential establishment of a Global Business Services (GBS) or Business Process Outsourcing (BPO) call centre at Komati.

The Presidential Climate Commission (PPC) has identified the GBS sector as an opportunity to create jobs through economic diversification of traditionally coal-centred economic sectors around power stations and the surrounding communities in Mpumalanga. The PCC estimates that over 5000 jobs could be created in the province in the GBS sector by 2030 with Nkangala District Municipality (which Komati falls under) identified as a potential site.¹ Establishing a GBS call centre at Komati could provide employment, particularly for youth and underemployed populations, while supporting local economic transformation. Eskom has identified one of the buildings at Komati Power Station that could be repurposed for such an operation based on the requirements; however, this would be dependent on the outcome of the study.

To assess the feasibility of this initiative, a feasibility study will be conducted, evaluating key factors such as workforce availability, infrastructure, operational costs, and market potential. The study will provide data-driven insights to support decision-making and attract potential investment.

2. STUDY OBJECTIVE

- The feasibility study must deliver an assessment of the viability of setting up a GBS operation in the Komati Power Station area. The feasibility study will cover critical areas such as location suitability, human resource analysis, telecommunication and infrastructure requirements, potential target market and clients, and job creation estimates. Key objectives of the study include:
- Assess local workforce availability, suitability and cost.
- Evaluate key local infrastructure, including ICT (Information, Communication and Technology), transportation and relevant amenities.

¹ Presidential Climate Commission (2024). *Short-term, private sector-led employment strategy for Mpumalanga*.

- Analyse building suitability in terms of accessibility, size, configuration and readiness.
- Quantify establishment and operational costs, and the Government incentives that could reasonably be accessed.
- Identify, with justification, the relevant GBS market and segment/s that could realistically be accessed and served.
- Formulate a business case and financial model to support investment decisions.
- Identify key preconditions for success, dependencies and risks to implementation.
- Identify potential GBS or BPO operators that would be willing to establish an operation in Komati.

3. SCOPE OF WORK

3.1 Local human resource review and analysis

- Assess the availability of suitably skilled labour in Komati and the surrounding areas, relative to GBS market requirements.
- Identify whether a workforce skills gap exists and recommend measures to close it.
- Articulate and provide a costing of the necessary human resource development actions to support local labour utilisation.
- Assess the availability of training suppliers for upskilling and provide a list of potential training organisations.
- Quantify likely recruitment costs, wages and employee retention measures.

3.2 ICT infrastructure analysis and software requirements

- Conduct an internet connectivity assessment based on industry standards for bandwidth, latency and reliability requirements for voice and data communication.
- Articulate ICT infrastructure and data centre requirements and costs, taking into consideration Business Continuity and Disaster Recovery requirements.
- Analysis of likely software requirements and potential costs in line with industry requirements.
- Provide and justify a realistic and cost-effective pathway for meeting GBS industry ICT infrastructure and service performance requirements in Komati.

3.3 Market demand and fit

- Analysis of market demand and alignment based on time zone, language, cost competitiveness and skill level.
- Likelihood of, and the requirements for, attracting a GBS operator, including by call centre function (outbound/inbound, voice, omnichannel)
- Evaluation of relevant and accessible government incentives, grants, tax benefits and other government support.

- Analysis of market supply to understand potential competition in the industry, as well as the geographic footprints of potential operators.
- Identification of prospective operators interested in establishing operations in Komati, and assessment of market interest in setting up such operations within the area.

3.4 Location accessibility

- Assessment of location accessibility of public and private transport options for employees.
- Proximity to key amenities and services.
- Assessment of the location's impact on employee accessibility and retention.

3.5 Building suitability for GBS operations

- Assessment of the potential operating space within Komati Power Station and one alternative operating space outside the power station footprint (within a 50km radius of Komati Power Station).
 - Floor space, layout and supporting infrastructure
 - Technical infrastructure readiness for call centre operations
 - Security measures and building certification requirements
- Analysis and estimated cost of required upgrades or modifications to existing facilities.
- Indication of whether an environmental assessment will need to be undertaken
- Estimation of key facility running costs, utilities, etc., including the likely energy usage of the operation and assess the feasibility of using different power sources, such as mini-grids, to ensure that the operation is powered sustainably.

3.6 Financial viability and business case development

- Financial modelling, including cost-benefit analysis.
- Revenue projection and operational expenditure forecasting based on different call centre functions.
- Break-even analysis and Return on Investment (RoI) calculations.
- Assessment of funding sources and investment requirements, including assessing the impact of a concessionary term loan on project cash flow.

3.7 Regulatory and compliance assessment

- Review of legal and regulatory requirements for establishing a GBS operation.
- Articulate the necessary permits and licenses for operation.
- Health, Safety and Environmental compliance considerations with respect to facilities and operations.
- Basic Conditions of Employment compliance considerations with respect to operating hours (i.e., shift cycles, overtime, leave and absenteeism management).

3.8 Economic impact and job creation potential

- Estimate the number of direct jobs that would be created at various stages of the operation.
- Categorise the job estimate by job roles and provide an estimated market-related salary per job role.
- Highlight essential skills that will be required to staff the operation.
- Indicate the potential equity (e.g., gender, disability) profiles for each role.
- Estimate the potential broader economic impact on the community from the establishment of a GBS operator in Komati (e.g., indirect jobs, increased investment in the community).

3.9 Implementation roadmap

- Develop an actionable roadmap outlining the steps needed to launch the project, including key activities such as GBS operator acquisition, permitting, equipment acquisition, facility setup, and staff training.
- Estimate costs for each stage of the roadmap, including contingency funds for potential delays or unexpected expenses.
- Conduct a risk analysis to identify potential challenges, including environmental, operational, and financial risks, and corresponding mitigation actions.
- Set realistic timelines for each phase, ensuring the roadmap is adaptable to accommodate market changes, regulatory updates, or new technologies.
- Assign roles and responsibilities (the operator, Eskom, local municipality) for each phase of the roadmap.

4. DELIVERABLES

The deliverables of this feasibility study are summarised as follows:

4.1 Feasibility report

- A comprehensive evaluation of all key factors affecting the viability of the GBS operation.
- Data-driven insights on location suitability, human resource analysis, ICT and infrastructure requirements, potential target market and clients and job creation estimates.
- SWOT analysis to assess strengths, weaknesses, opportunities, and threats.
- Critical preconditions for success and dependencies.
- Recommendations for the best approach to establishing the GBS operation.

4.2 Business case document

- Justification for establishing the GBS operation, including economic benefits.

- Financial projections, including capital and operational costs.
- Potential funding sources and investment opportunities.
- Expected Return on Investment (RoI) and financial sustainability assessment.
- Strategic recommendations for implementation.

4.3 Risk assessment and mitigation plan

- Identification of potential risks, including financial, operational, and regulatory challenges.
- Risk impact analysis and categorisation.
- Mitigation strategies to minimise identified risks.
- Contingency planning and response mechanisms.

4.4 Implementation roadmap

- Step-by-step roadmap for project implementation, GBS operator acquisition, permitting, equipment acquisition, facility setup, and staff training.
- Estimated costs, timelines, and contingency planning for each stage.

5. CONSULTANT REQUIREMENTS

The Consultant is expected to field experts who are qualified to complete the scope of work as detailed in Section 3 of this Terms of Reference. When responding to this Terms of Reference, the Consultant must warrant that the proposed experts are available to work on the feasibility study and that they have the requisite expertise to do so.

The key expert roles, whose CVs and experience will be evaluated, should include the following:

Position	Minimum Experience	Experience Requirements	% Weighting
Project manager	7+ years in managing feasibility studies, preferably with experience in global business services.	• Proven track record of delivering successful, bankable feasibility projects and business strategy projects. • Experience in overseeing detailed, multi-phase business feasibility studies, including market assessment, regulatory analysis, and project/business financial analysis.	30%
ICT/ Telecommunications Consultant	5+ years in ICT and telecommunications	• Proven track record in designing and implementing telecommunications solutions for GBS operations. • Strong understanding of industry-specific ICT infrastructure and services performance requirements.	20%
Human Resources Consultant	5+ years of experience in workforce planning and recruitment	• Expertise in recruitment strategies and implementation. • Experience in talent acquisition and workforce planning for call centre or similar operations	10%

Position	Minimum Experience	Experience Requirements	% Weighting
Skills Development Consultant	5+ years of experience in skills development and training	- Expertise in designing and implementing training and development programs for call centre or customer service operations. - Experience working with educational institutions and training providers.	10%
Market and Business Analyst	5+ years in market and business analysis, financial modelling	- Strong expertise in conducting market assessments, including demand forecasting. - Financial modelling experience, including capital expenditure, operating expenses, and revenue forecasting. - Ability to synthesise financial and market insights into recommendations for operational models and business strategy.	30%

6. DELIVERY SCHEDULE

The feasibility study is expected to be completed within 3 months from the signing of the contract. The Consultant must provide a Gantt chart in response to this Terms of Reference, which shows the activities, milestones, and deliverables over the term of the project.

7. PRICING AND PAYMENT

The consultant needs to provide a lump sum bid for all fixed and variable costs for conducting the service as part of the financial proposal. The bid should cover all staff costs, research activities, site visits, data collection and report preparation. The Consultant must propose a deliverables-based payment schedule. No more than 10% of the total budget will be made available as a mobilisation payment.

8. EVALUATION OF PROPOSALS

The selection for the assignment will be based on the Consultant Qualification Selection (CQS) Method. The technical proposal (team CVs + Gantt chart + methodology) is weighted 80% and the financial proposal 20%. The relative weighting of team CVs, methodology and project Gantt chart is 60%, 30% and 10%, respectively.

9. CONFIDENTIALITY

- All data and information received from Eskom for the purpose of this assignment must be treated confidentially and is only to be used in connection with the execution of this Terms of Reference.
- All intellectual property rights arising from the execution of these Terms of Reference are assigned to Eskom.
- The contents of written materials obtained and used in this assignment may not be disclosed to any third parties using any media, without the expressed advance written

authorisation of Eskom.